Contributing Factors – Professional / Analytic Pay Schedule

Professional / Analytic
Contributing Factor – Technical Proficiency

Work Behaviors:	• Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities. • Stays up-to-date in professional/technical specialties. • Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities. • Uses appropriate and available technology or tools to perform work activities. • Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures. • Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.

Pay Band 1	
Expected	**Enhanced** *(Additions at this level.)*
• With supervision, applies basic knowledge and skills (including use of appropriate technology or tools) to perform straightforward or well-defined work activities. • As directed, acquires, develops, and maintains relevant job skills through a variety of methods. • Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance. • Demonstrates a basic understanding of how one's own work relates to the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the work unit; seeks opportunities to use this knowledge constructively when completing own assignments.	• Applies knowledge to perform more advanced tasks with minimal supervision. • Seeks feedback on own performance and takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Demonstrates a working understanding of how internal and external factors affect organizations and units outside of one's own and effectively uses this knowledge to complete tasks.

Pay Band 2	
Expected	**Enhanced** *(Additions at this level.)*
• Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate. • Acquires, develops, and maintains relevant job skills through a variety of methods. • Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance. • Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.	• Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level. • Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission. • Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.

Pay Band 3	
Expected	**Enhanced** *(Additions at this level.)*
• Applies expert-level knowledge and skills (including use of appropriate technology or tools) to perform a wide range of highly complex work activities. • Maintains technical expertise by keeping up-to-date with the latest developments in professional/technical specialties. • Applies expert-level knowledge to improve own and organizational performance. • Demonstrates an extensive understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that impact programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to use this knowledge to help the organization accomplish its mission and move toward its long-term vision.	• Is frequently consulted for depth and/or breadth of expertise to handle the most complex and difficult assignments at this level. • Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives. • Is widely recognized for his or her expertise regarding organizational systems and internal and external factors impacting programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to leverage this knowledge to make contributions with far-ranging impact.

Professional / Analytic
Contributing Factor – Critical Thinking

Work Behaviors:	• Recognizes issues, problems, opportunities, or emerging trends. • Collects information or data that is necessary and appropriate for identifying or addressing issues and problems. • Analyzes and integrates relevant information or data to draw sound conclusions. • Identifies and evaluates alternative solutions to problems or issues. • Makes sound and timely decisions or recommendations. • Identifies and utilizes innovative or creative methods to accomplish work.

Pay Band 1

Expected	Enhanced *(Additions at this level.)*
• With guidance, recognizes obvious issues or problems and collects information from routine sources for a basic understanding of straightforward or well-defined issues. • With guidance, analyzes and integrates basic data to identify clear patterns or trends and to draw reasonable, logical conclusions. • With guidance, solves straightforward or well-defined problems; makes timely and logical decisions in well-defined, low-risk situations affecting own work. • With guidance, modifies procedures for accomplishing assignments when it becomes clear that the original approach will not work.	• Additions at the Enhanced level: Independently recognizes issues or problems and identifies patterns and trends. • When collecting data, takes initiative to identify additional sources of information for a more comprehensive understanding. • Makes recommendations for solving problems beyond immediate scope of responsibility. • Anticipates when an approach may not work in accomplishing own assignments and takes initiative to suggest alternatives.

Pay Band 2

Expected	Enhanced *(Additions at this level.)*
• Identifies information necessary to define and understand complex issues; collects necessary information. • Efficiently and effectively analyzes and integrates complex data to identify emerging patterns or trends and draw reasonable, logical conclusions. • Identifies and evaluates alternative solutions to complex problems or issues that affect own or others' work. • Makes timely and logical recommendations or decisions in a variety of complex situations that affect the work unit; seeks supervisory assistance for unusual situations. • Reviews current work processes, and identifies innovative or creative ways to improve efficiency or effectiveness.	• Rapidly and correctly identifies key issues or problems and assesses their significance. • Displays persistence in tracking down hard-to-obtain information. • Makes effective recommendations for solving problems beyond immediate scope of responsibility. • Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available. • Evaluates the impact of external events on current processes and uses this information to develop appropriate alternatives.

Pay Band 3

Expected	Enhanced *(Additions at this level.)*
• Identifies information necessary to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; collects necessary information. • Efficiently and effectively analyzes and integrates highly complex data, determining connections between pieces of data to detect emerging patterns, trends, or opportunities for action; draws reasonable, logical conclusions from data. • Identifies and evaluates creative and insightful solutions to highly complex or visible problems/issues. • Makes timely and logical recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have significant or far-reaching impact. • Develops innovative or creative solutions in response to new and emerging issues.	• Identifies significant connections between pieces of data to draw innovative conclusions. • Focuses on the most critical information needed to define and understand issues. • Displays persistence in tracking down hard-to-obtain information. • Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization. • Makes effective recommendations or decisions in situations where there is a high degree of uncertainty about the outcome. • Improves efficiency and effectiveness of work processes; anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives.

Professional / Analytic

Contributing Factor – Cooperation and Teamwork

Work Behaviors:	• Develops and maintains effective working relationships with others. • Respects and values individual differences and diversity by treating everyone fairly and professionally. • Contributes to organizational or institutional knowledge by sharing information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.

Pay Band 1

Expected	Enhanced *(Additions at this level.)*
• Works collaboratively and flexibly to accomplish shared goals. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Shares relevant knowledge and information with others within the work unit. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner.	• Builds effective partnerships within units that contribute to a team environment. • Takes initiative to provide assistance to others. • Seeks out opportunities to share knowledge and skills with others. • Independently handles minor work-related disagreements or conflicts in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.

Pay Band 2

Expected	Enhanced *(Additions at this level.)*
• Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Shares relevant knowledge and information with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Handles challenging work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.	• Contributes to achieving organizational objectives by building effective partnerships across organizations. • Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals. • Fosters a climate of trust by demonstrating respect for and value of individual differences and diversity. • Seeks out opportunities to share relevant knowledge and skills with others. • Develops formal knowledge sharing systems (e.g., work aids, technical papers, etc.). • Anticipates and strives to mitigate potential conflicts or disagreements.

Pay Band 3

Expected	Enhanced *(Additions at this level.)*
• Contributes to achieving organizational objectives by modeling collaboration and flexibility and building effective partnerships internal and external to the organization. • Treats everyone fairly and professionally, respecting and valuing individual differences and diversity. • Seeks out opportunities to share relevant knowledge and skills with others. • Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity. • Anticipates, strives to mitigate, and effectively handles complex or sensitive work-related disagreements or conflicts and resolves them in a positive and constructive manner; as needed, develops options to resolve disagreements or conflicts that require resolution at a higher level.	• Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals. • Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values. • Actively works to ensure the continuous transfer of knowledge and skills across organizations by serving as a technical resource or initiating and overseeing the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).

Professional / Analytic
Contributing Factor – Communication

Work Behaviors:	- Actively listens and appropriately responds to the questions, ideas, and concerns of others. - Writes in an accurate, clear, concise, well-organized, and timely manner. - Orally communicates in an accurate, clear, concise, well-organized, and timely manner. - Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.

Pay Band 1

Expected	Enhanced *(Additions at this level.)*
- Actively listens and appropriately responds to questions and concerns from others; shows respect for others' ideas, comments, and questions. - With guidance, communicates routine information in an accurate, clear, concise, well-organized, and timely manner; written communications may require some revisions. - With guidance, effectively adjusts communications to the audience's level of understanding.	- Prepares and delivers communications with minimal guidance; written communications require fewer revisions than would ordinarily be expected at this level. - With minimal guidance, tailors communications to meet the audience's needs.

Pay Band 2

Expected	Enhanced *(Additions at this level.)*
- Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. - Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions. - Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding.	- Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others. - Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. - Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding.

Pay Band 3

Expected	Enhanced *(Additions at this level.)*
- Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding. - Communicates complex information, concepts, and ideas to a wide range of audiences in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications are generally accepted without changes. - Tailors style and materials to communicate information effectively to different levels of audiences, properly emphasizing critical issues.	- Adeptly reads complex interpersonal interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others. - Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers. - Uses a variety of techniques to communicate highly complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding and acceptance of the information.

Professional / Analytic
Contributing Factor – Customer Focus

Work Behaviors:	• Effectively identifies and assesses customer requirements.
	• Effectively manages customer expectations and addresses questions and concerns.
	• Provides timely, flexible, and responsive service to customers.

Pay Band 1	
Expected	**Enhanced** *(Additions at this level.)*
• As directed, interacts effectively with customers to understand their needs and address questions and concerns. • Keeps supervisor informed of progress and issues associated with the delivery of customer products and/or services. • With guidance, provides timely, flexible, and responsive products and/or services to customers.	• Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services; makes recommendations to improve customer products and/or services. • Recognizes potential issues or inconsistencies in customer requests and recommends solutions.

Pay Band 2	
Expected	**Enhanced** *(Additions at this level.)*
• Maintains regular contact with customers to gather information about their requirements and needs and delivers timely, flexible, and responsive products and/or services to meet those needs. • Discusses expectations with customers to ensure mutual understanding and acceptance; keeps customers and relevant others informed of progress, issues, and/or problems that could impede progress and suggests workable solutions. • Responds to questions or requests from customers in a timely manner.	• Develops innovative and useful suggestions for designing and adapting customer-focused products and/or services. • Correctly anticipates customer needs and resolves or avoids potential problems, resulting in improved overall customer satisfaction.

Pay Band 3	
Expected	**Enhanced** *(Additions at this level.)*
• Proactively communicates with customers to help define their needs and obtain feedback; strives to continually enhance products and/or services. • Works with customers to set mutually acceptable expectations (e.g., timelines and deliverables); informs customers or relevant others of progress, changes, issues, or problems that could affect progress and develops effective solutions to address them. • Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high overall customer satisfaction.	• Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction. • Takes initiative to anticipate and implement effective solutions to prevent problems, thus avoiding gaps in customer expectations.

Professional / Analytic
Contributing Factor – Resource Management

Work Behaviors:	• Maintains an awareness of available resources and the process for acquiring needed resources. • Identifies and advocates for resources required to accomplish work activities or projects. • Makes effective and efficient use of available resources. • Safeguards available resources to prevent fraud, waste, and abuse. • Promotes workplace safety and security.

Pay Band 1	
Expected	**Enhanced** *(Additions at this level.)*
• Demonstrates a basic knowledge of available resources and the process for acquiring the resources needed to accomplish own work. • With guidance, requests basic resources needed to perform own work; uses resources in an efficient manner that safeguards against fraud, waste, and abuse. • Properly follows all workplace safety and security procedures.	• Takes initiative to learn as much as possible about available resources and the process for acquiring them. • Makes meaningful suggestions for increasing efficiency in the use of resources.

Pay Band 2	
Expected	**Enhanced** *(Additions at this level.)*
• Demonstrates knowledge of the resources available to the work unit and the processes to acquire them; identifies and advocates for resources necessary to support and contribute to mission requirements. • Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse. • Promotes workplace safety and security by demonstrating correct behaviors.	• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed. • Takes initiative to contribute to resource planning efforts. • Actively assists others in using resources more efficiently. • Suggests flexible and innovative approaches to stretch limited resources.

Pay Band 3	
Expected	**Enhanced** *(Additions at this level.)*
• Demonstrates broad knowledge of the resources available to the organization and the processes to acquire them; identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; actively contributes to resource planning efforts and competently defends resource requirements. • Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse. • Promotes workplace safety and security by modeling correct behaviors.	• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed. • Balances competing resource requirements to ensure alignment with mission objectives. • Identifies alternative resources and actively assists others in using resources more efficiently. • Devises and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization.

If Leadership was a selected contributing factor, please see next page.

All Supervisors and Selected Employees in the Professional / Analytic and Technician / Support
Contributing Factor – Leadership

Work Behaviors:	• Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision. • Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs. • Effectively assigns, coordinates, and monitors the work of others. • Provides timely and constructive feedback (formal or informal) to others. • Develops others through motivation, mentoring, and coaching. • Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others. • Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.

Pay Band 1 (Band 2 for Technical Support Pay Schedule)	
Expected	**Enhanced** *(Additions at this level.)*
• Translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals. • Helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.

Pay Band 2 (Band 3 for Technical Support Pay Schedule)	
Expected	**Enhanced** *(Additions at this level.)*
• Translates work unit goals into concrete work assignments and objectives for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals. • Helps staff to identify their own developmental needs and provides challenging assignments to address those needs.

See Next Page for Pay Band 3

Pay Band 3 (Band 4 for Technical Support Pay Schedule)	
Expected	**Enhanced** *(Additions at this level.)*
• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision. • Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively. • Appropriately considers strengths and developmental needs of subordinates in assigning work. • Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills. • Develops others through motivation, mentoring, coaching, and instruction. • Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior. • Actively supports and adheres to Merit System Principles, efforts to improve the representation, and all applicable personnel policies and regulations.	• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals. • Identifies feedback measures that provide information for assessing priorities and advancing organizational goals. • Influences subordinates to pursue developmental opportunities and provides support for those opportunities.